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Understanding Generation: Implications for Flight Training, Hiring, and Retention

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Understanding Generation: Implications for Flight Training, Hiring, and Retention

Kristy Kiernan, Ph.D.

Outline of presentation

- Define generation
- Our workforce
- Truths
- Implications
- Recommendations



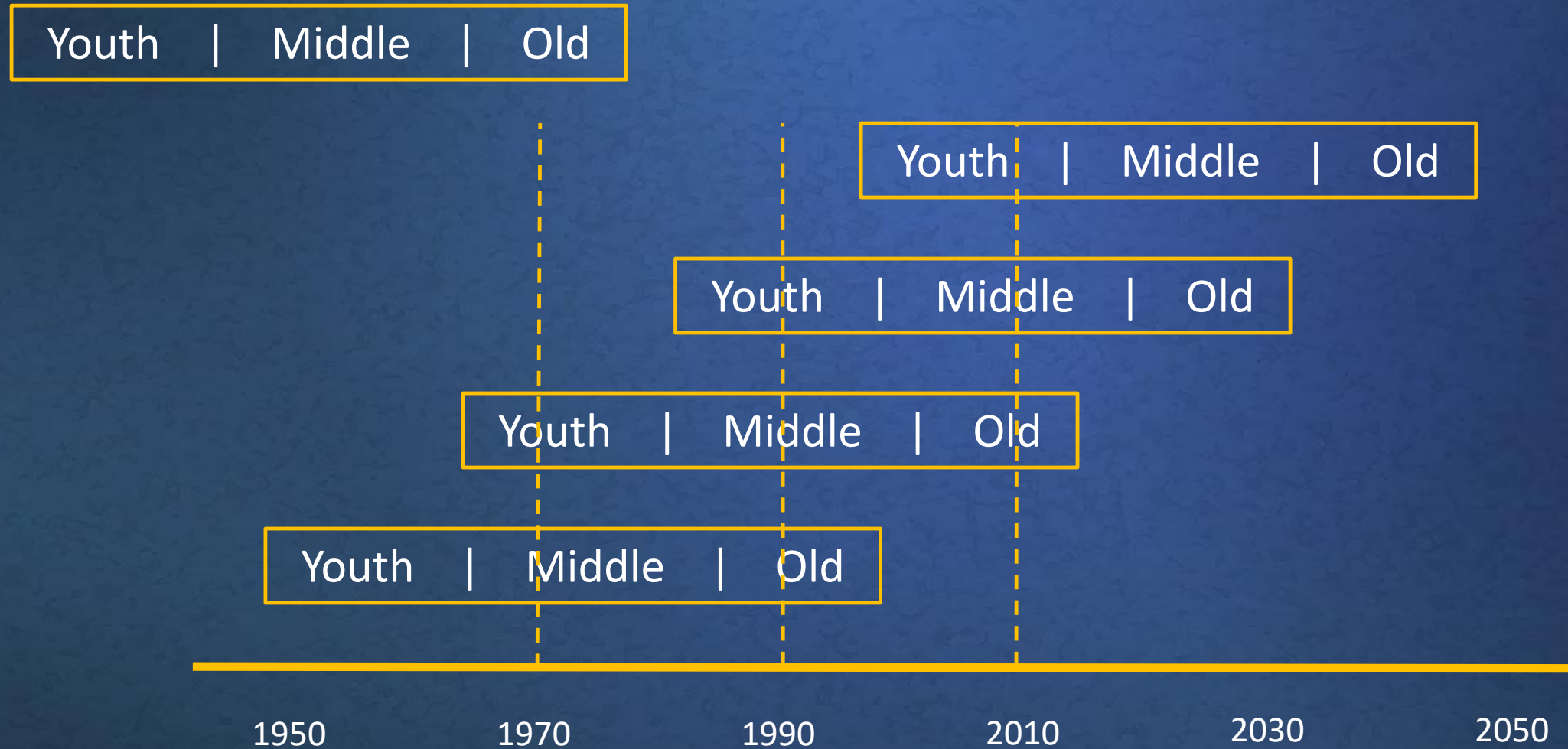
Generations

- Silent Generation (1925-1944)
- Baby Boom Generation (1945-1964)
- Generation X (1965-1980)
- Millennial Generation (1981-1999)
- ??? (2000 and beyond)

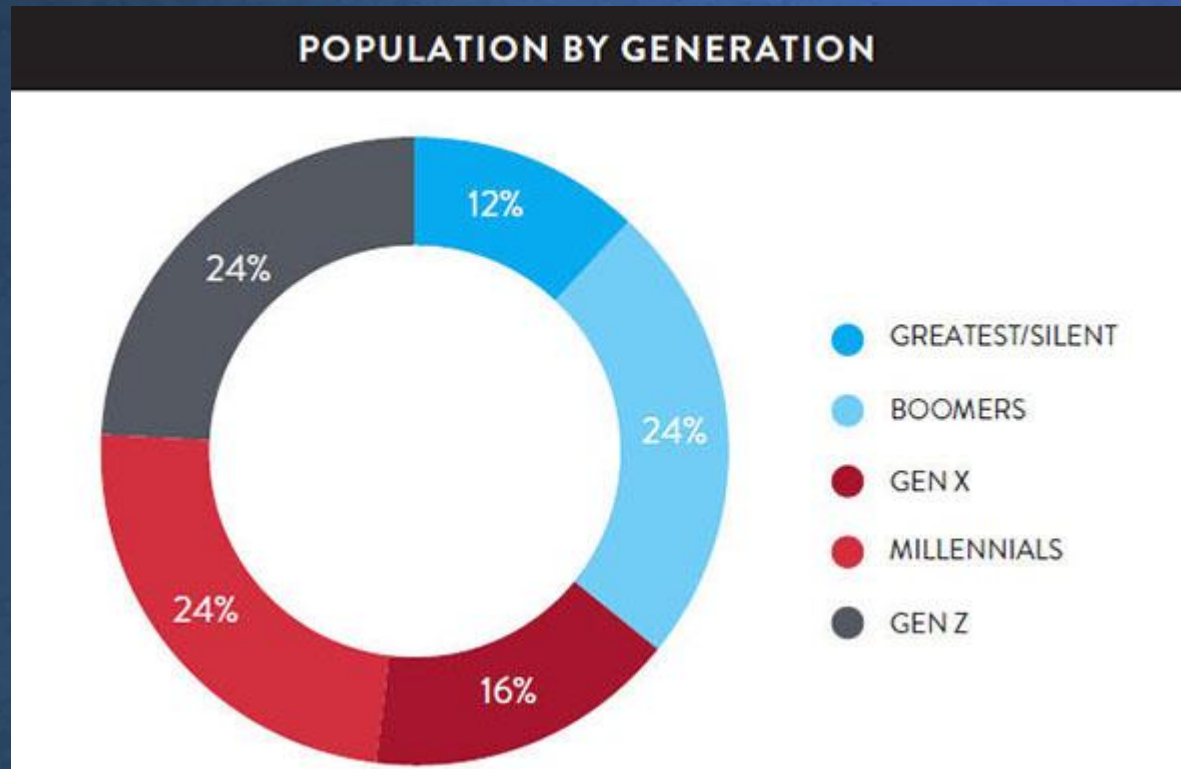


Time lag design: Age effect vs generation effect

Stages in life course

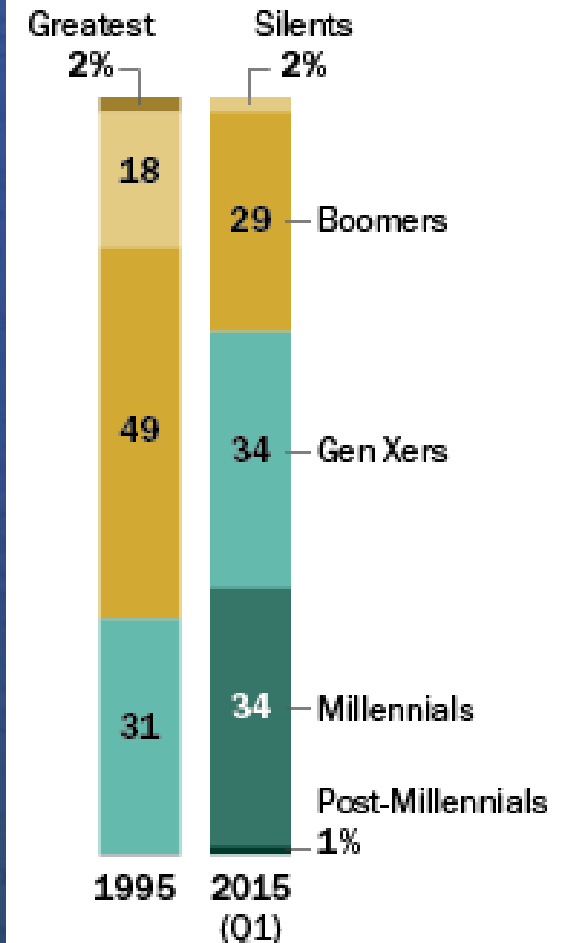


Generation demographics

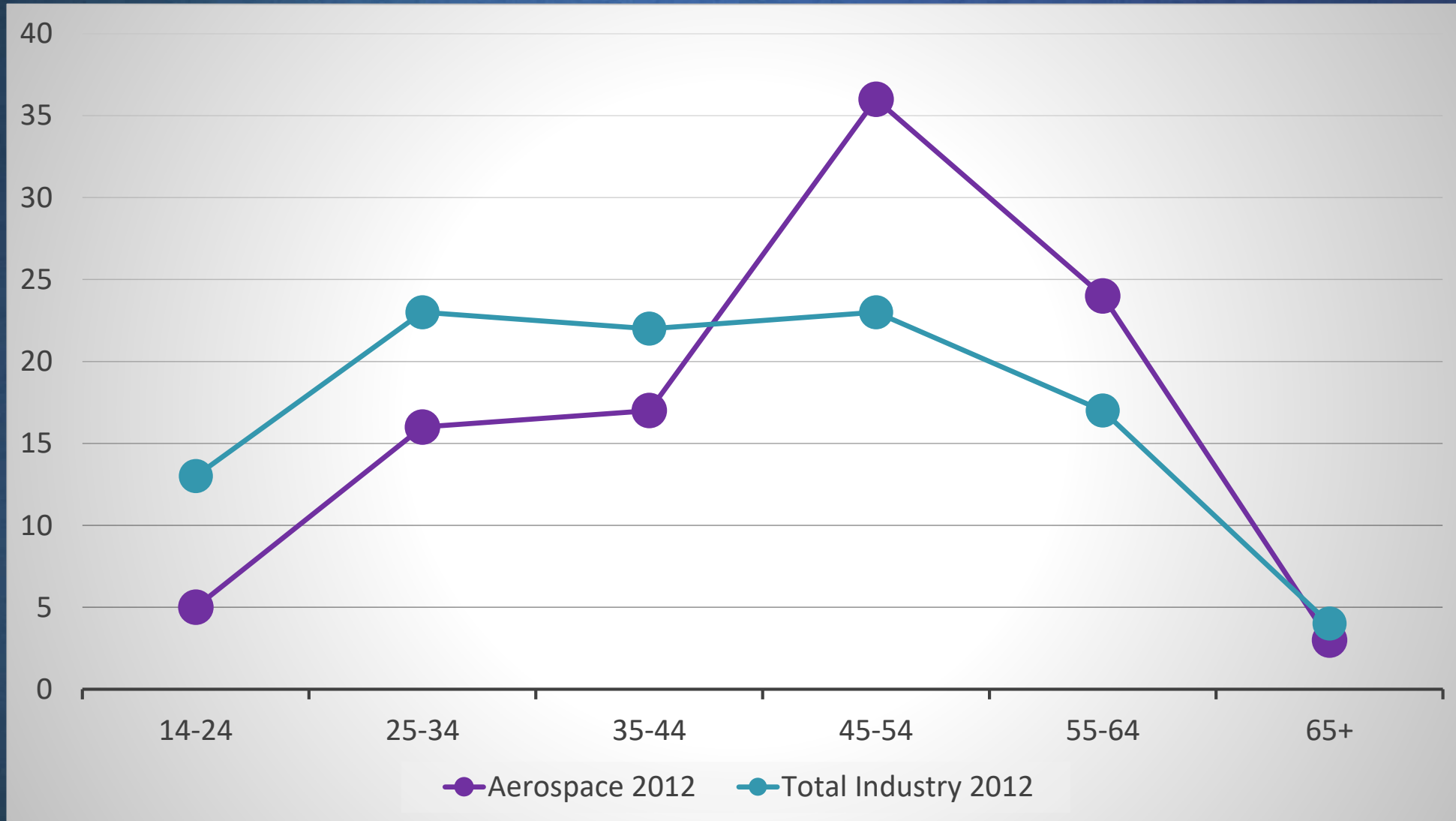


Labor Force Composition by Generation

% of the labor force

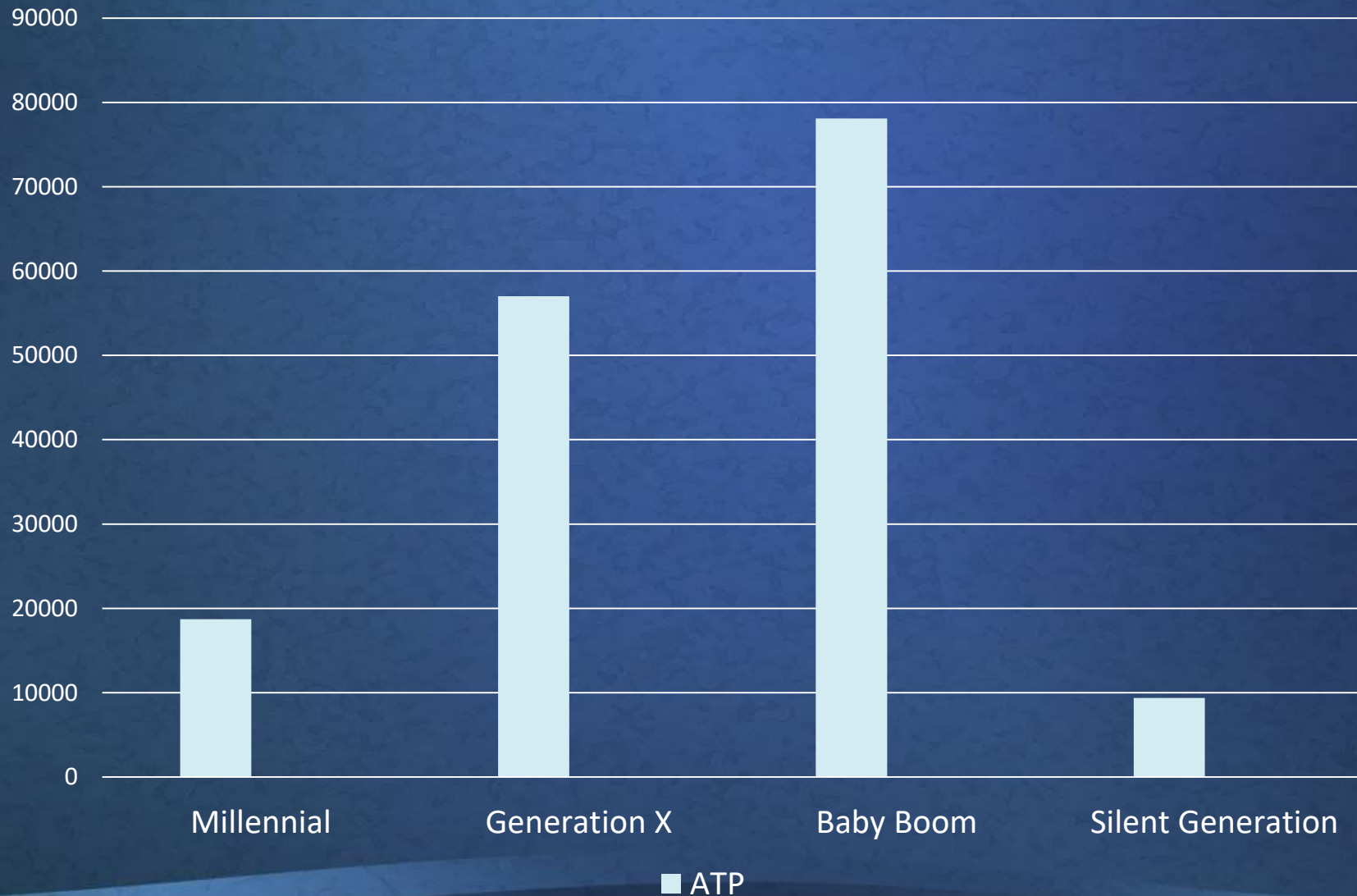


Age of workforce

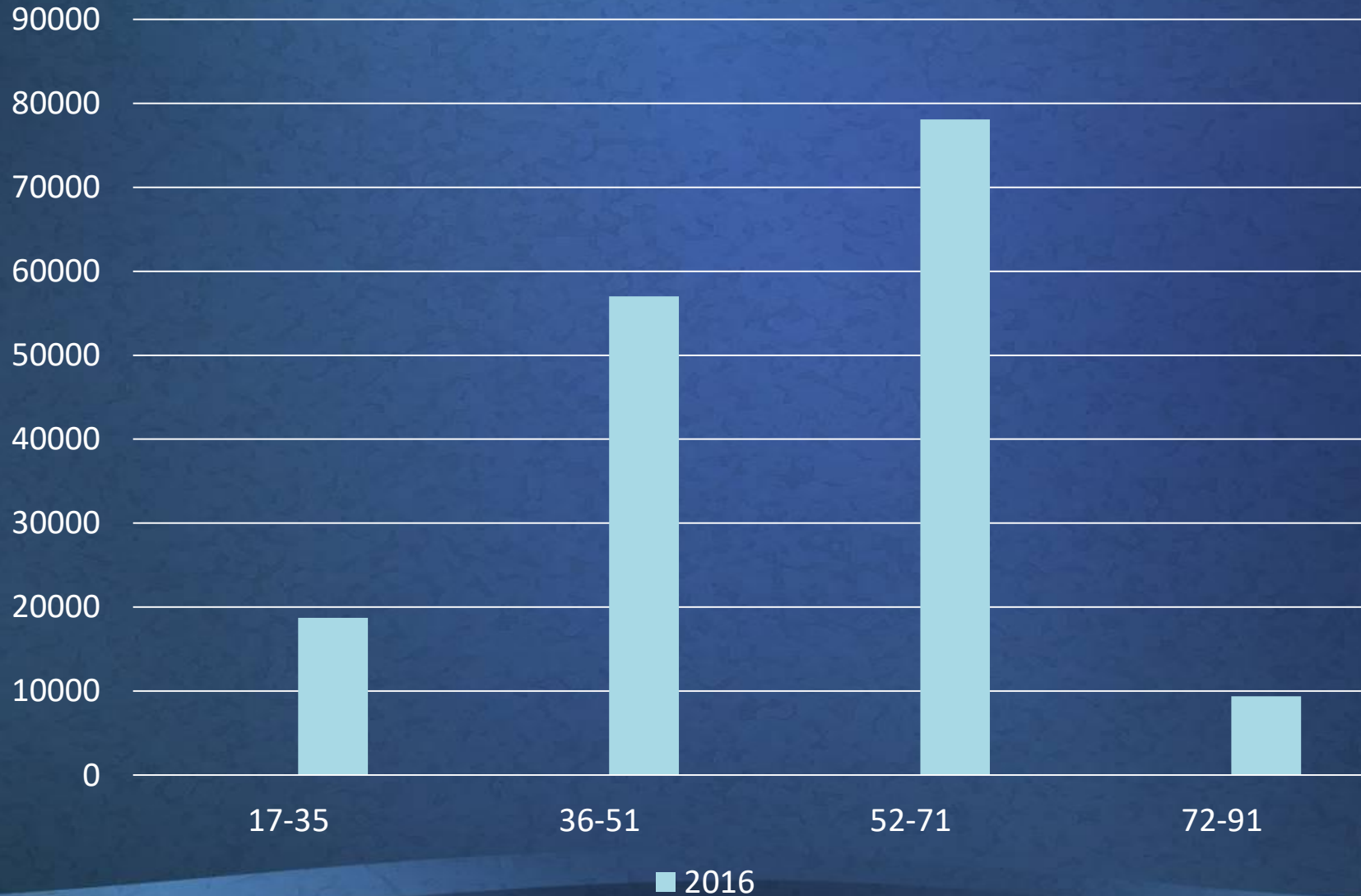


Adapted from Vance-Sherman, A. (2014). Demographic trends in aerospace employment. Women in Aerospace: The changing demographics. Meeting of Pacific Northwest Aerospace Alliance.

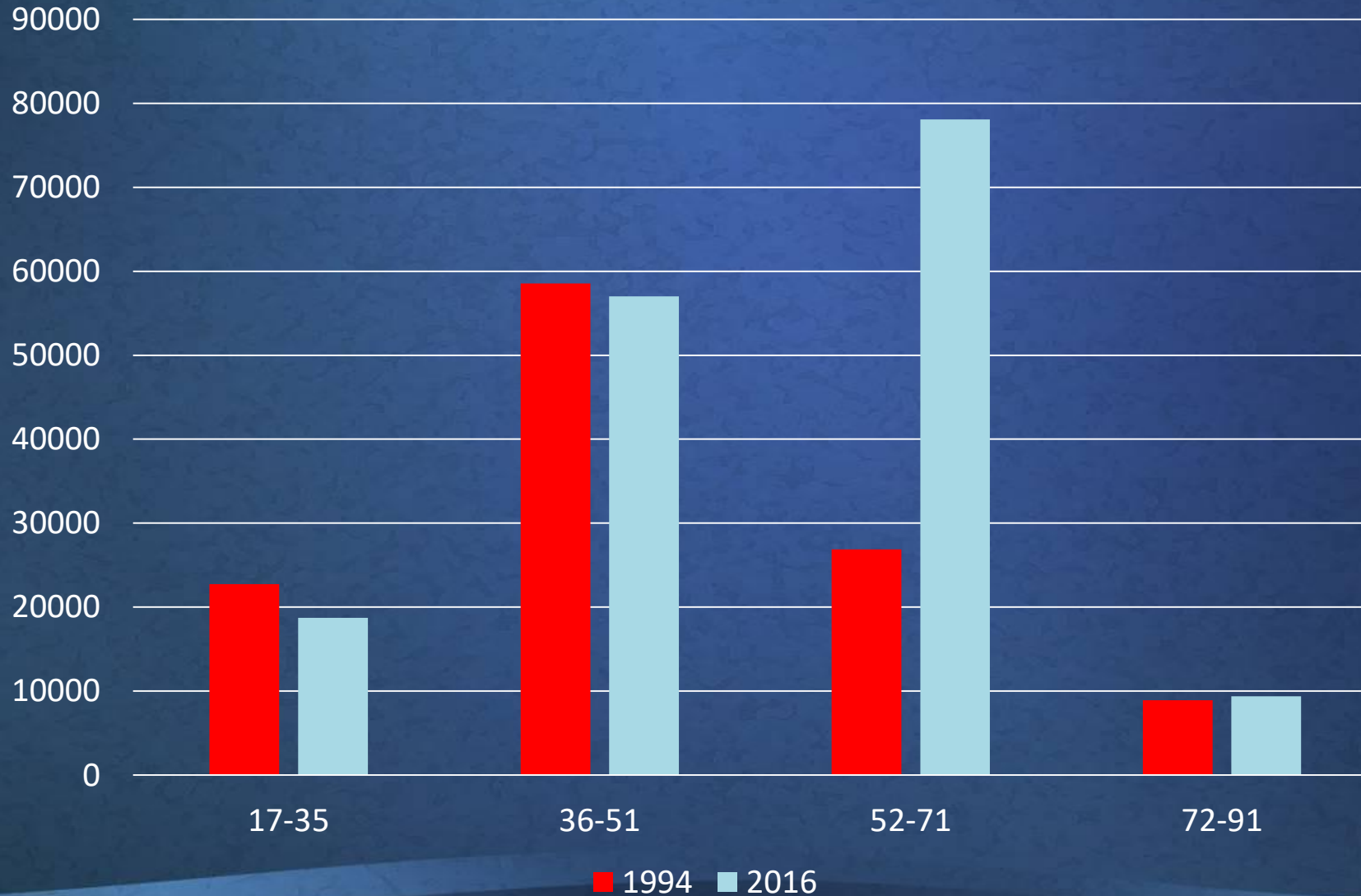
Generation distribution: ATP rated pilots (2016)



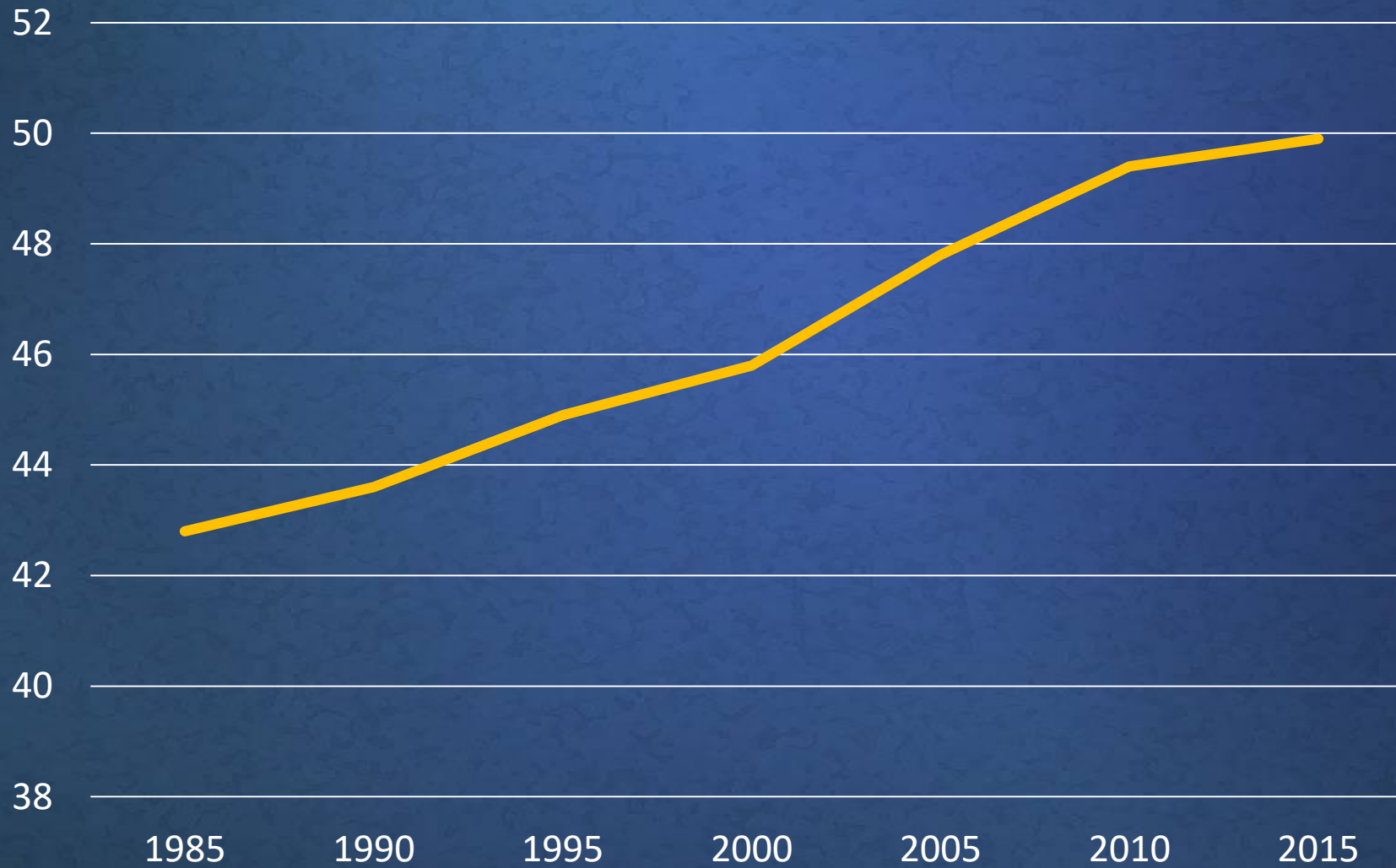
Time lag of age distribution of ATP rated pilots



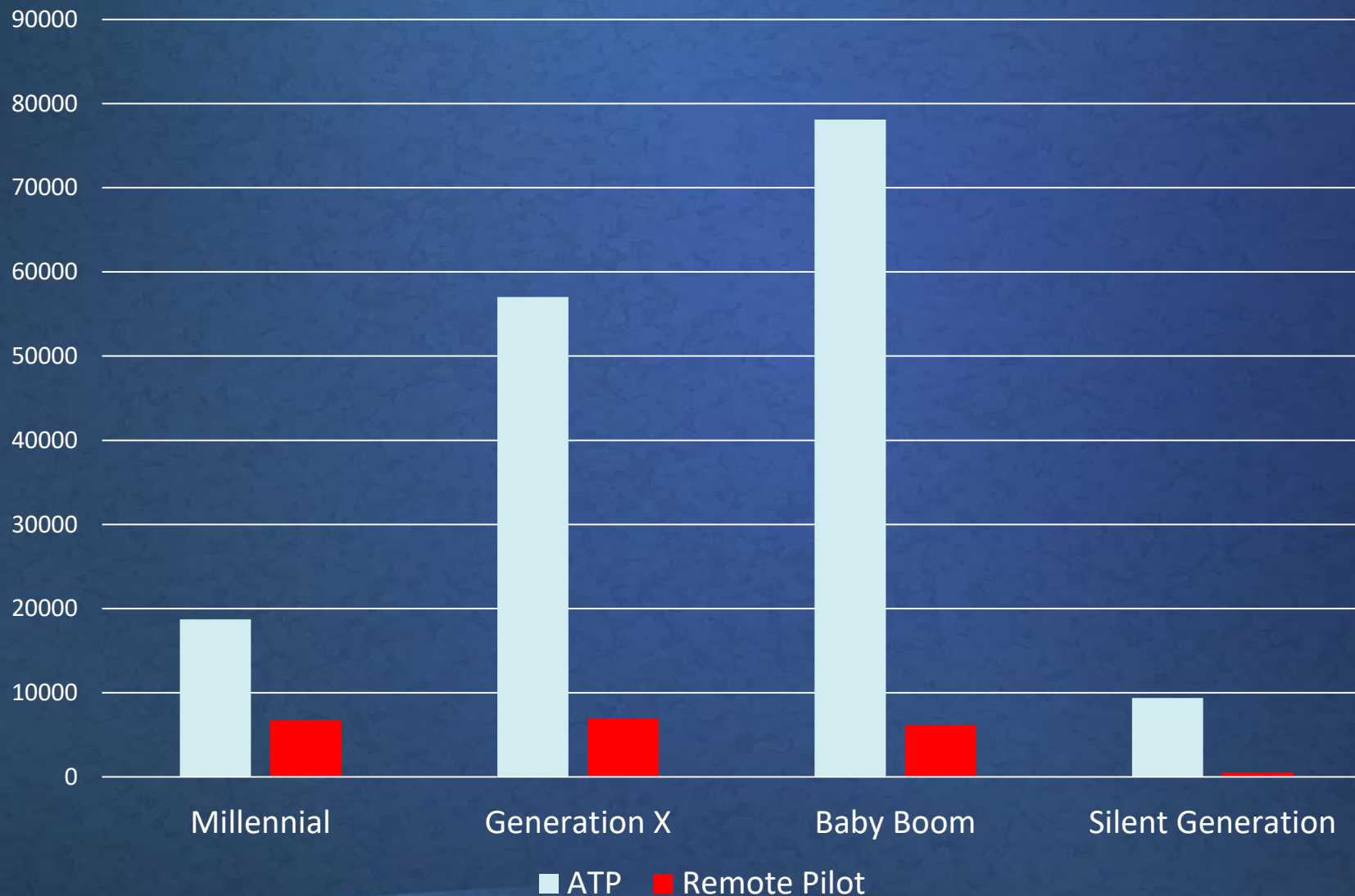
Time lag of age distribution of ATP rated pilots



Mean age of ATP rated pilots



Generation distribution: ATP vs Remote pilot

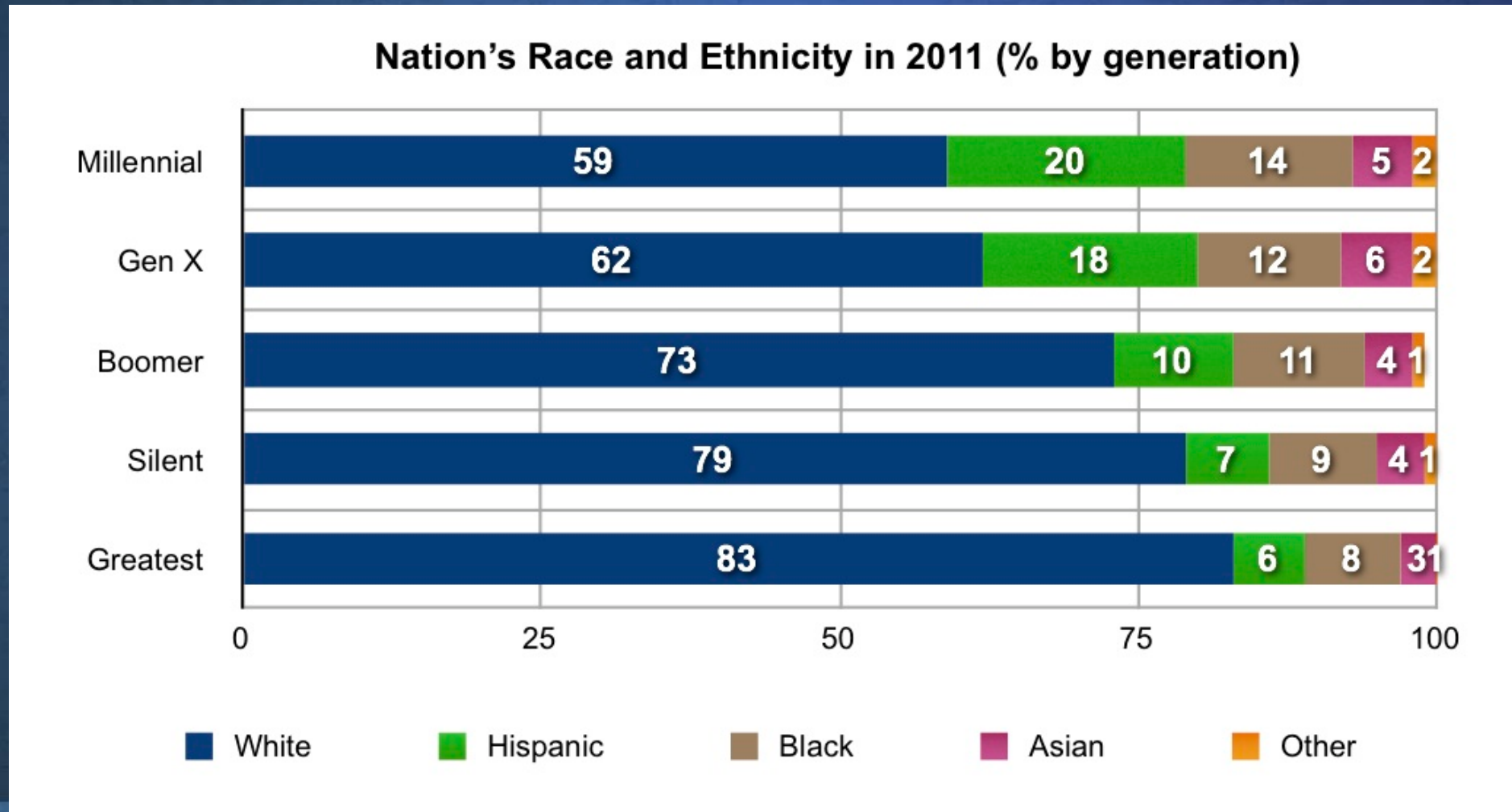


Real generational differences

- Diversity
- Education
- Family formation
- Family roles
- Role of work

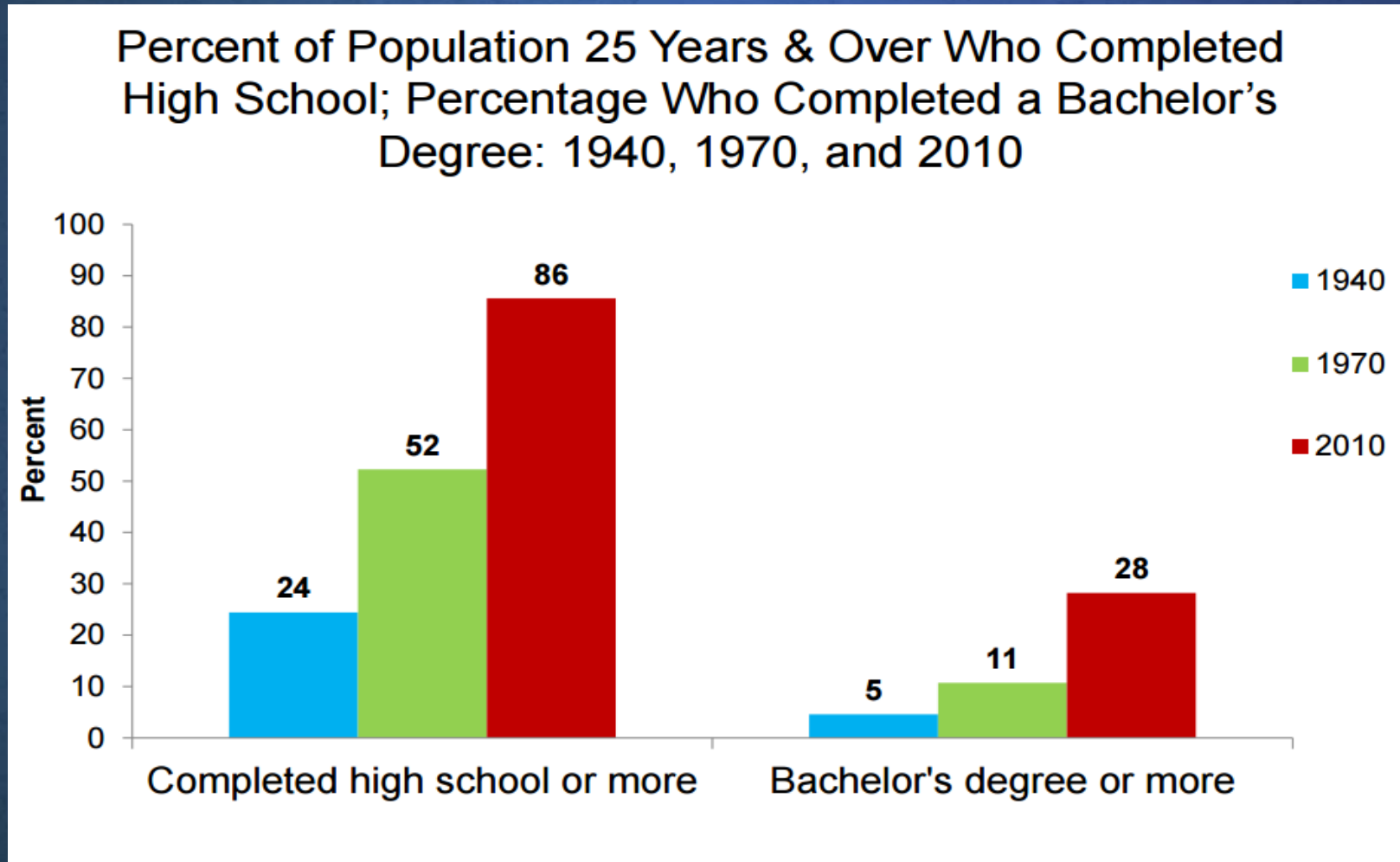
Real generational differences...

Diversity



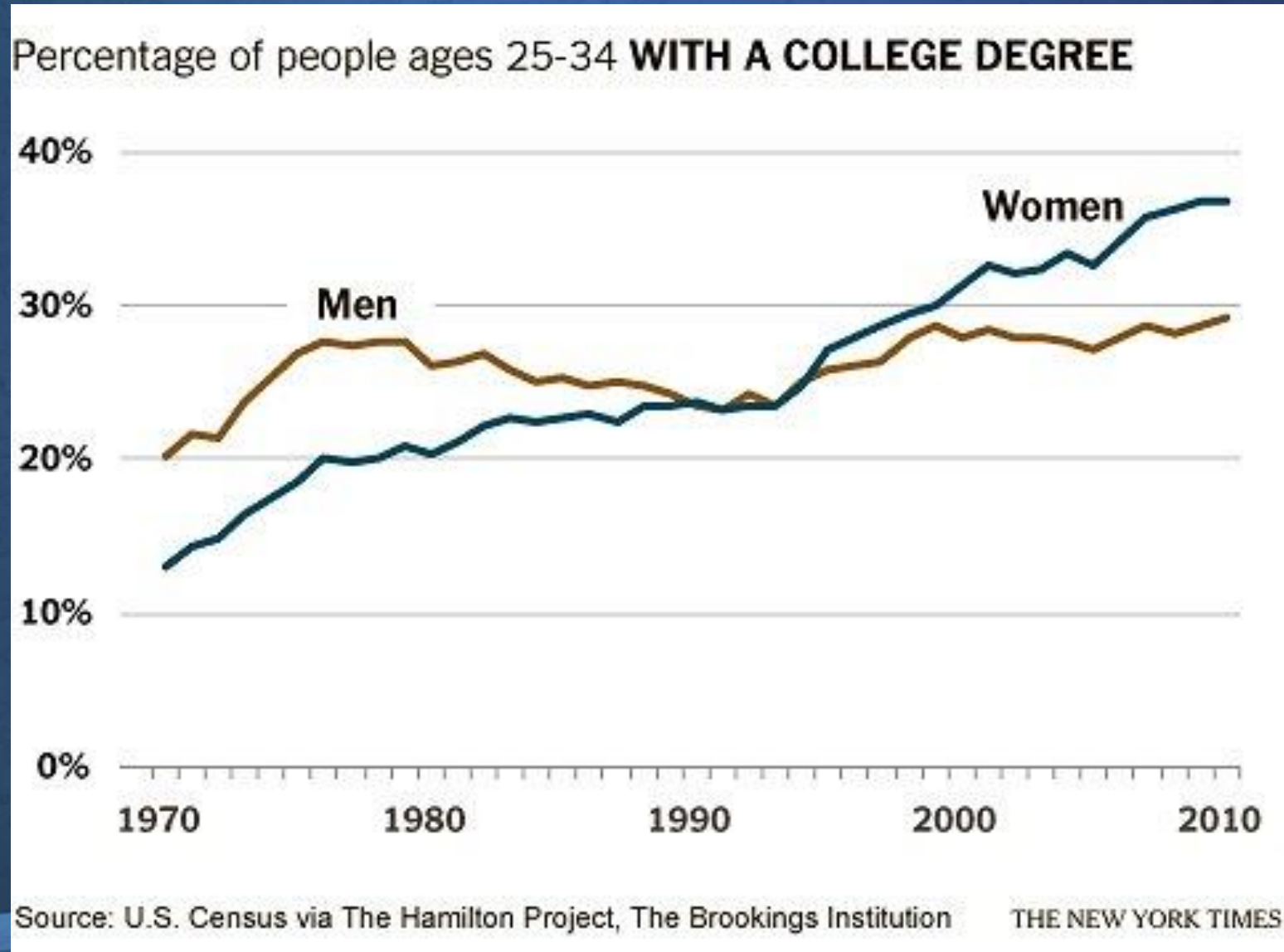
Real generational differences...

Education

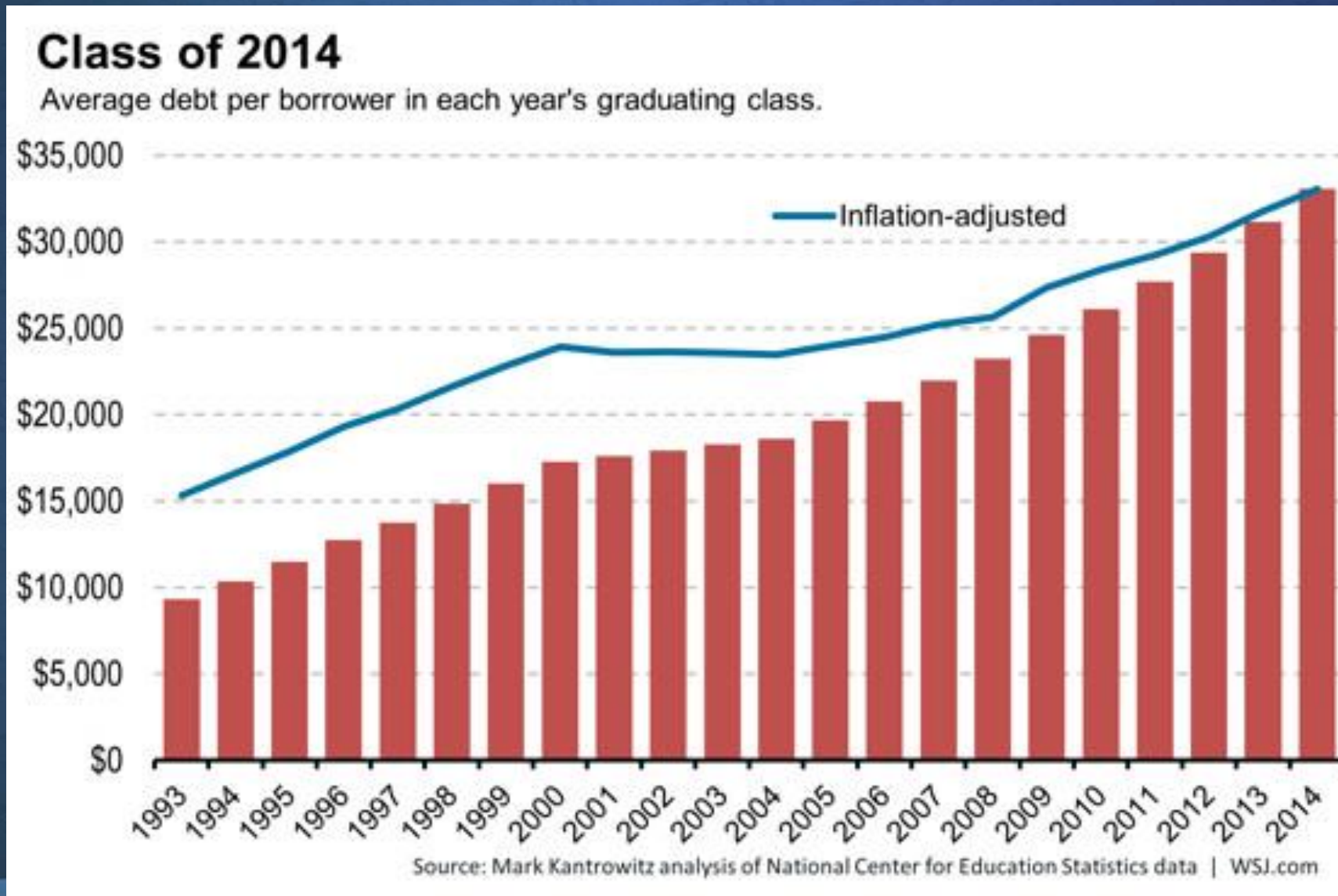


Real generational differences...

Education

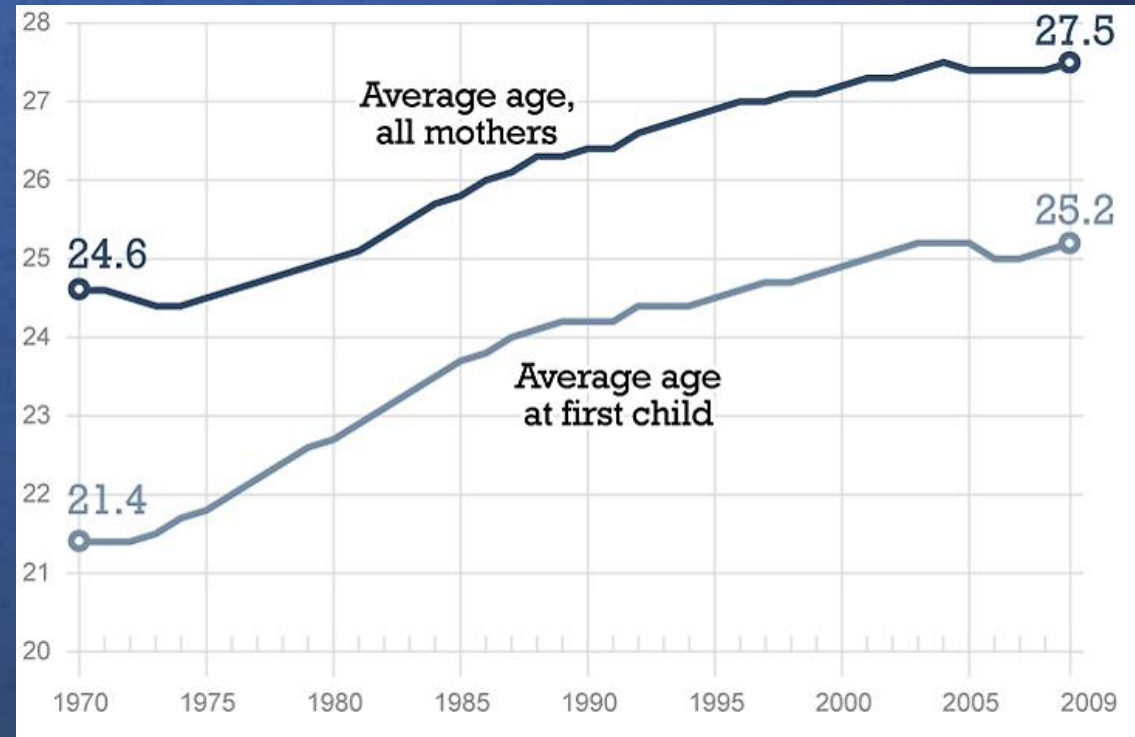


More education means more debt



Real generational differences...

Family formation

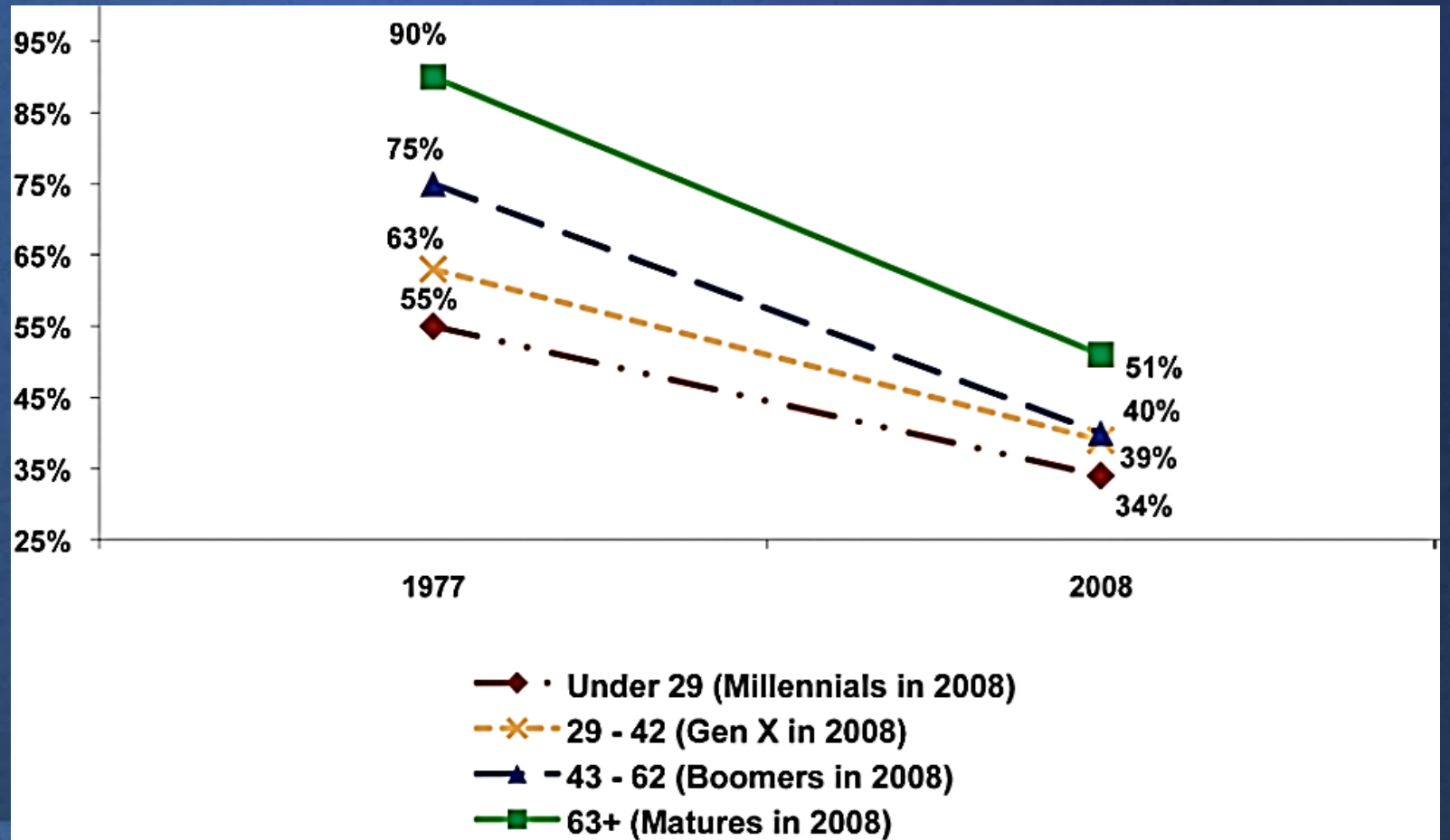


Source: National Center for Health Statistics, National Vital Statistics Reports, 2011.

Real generational differences...

Family roles

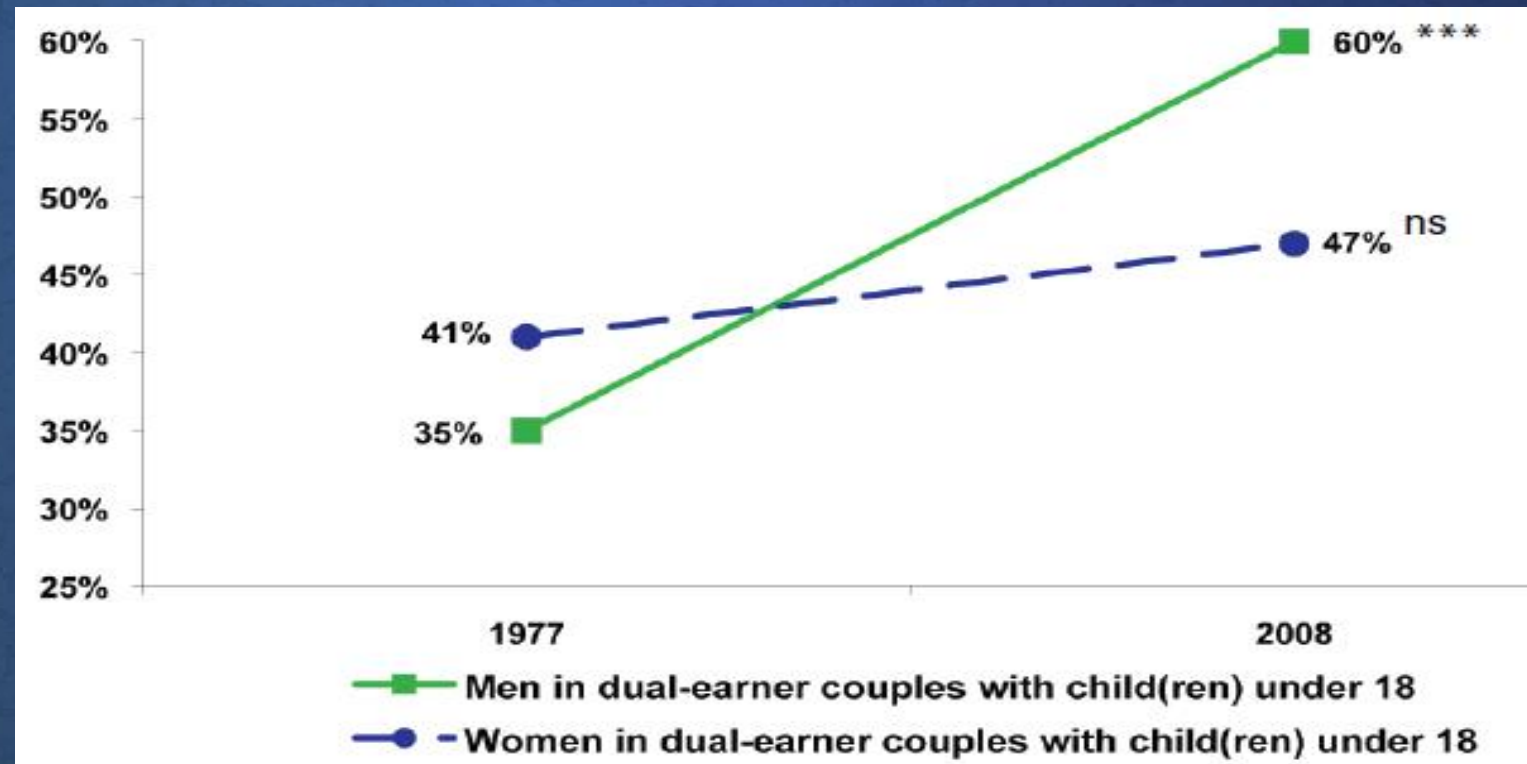
“It is better for all involved if the man earns the money and the woman takes care of the home and children”



Real generational differences...

Family roles

Work-life
conflict
among dual
earner
couples – all
generations



Statistically significant differences between men and women in dual-earner couples with children under 18:
1977 ns; 2008 *** (1977 n=339; 2008 n=391)

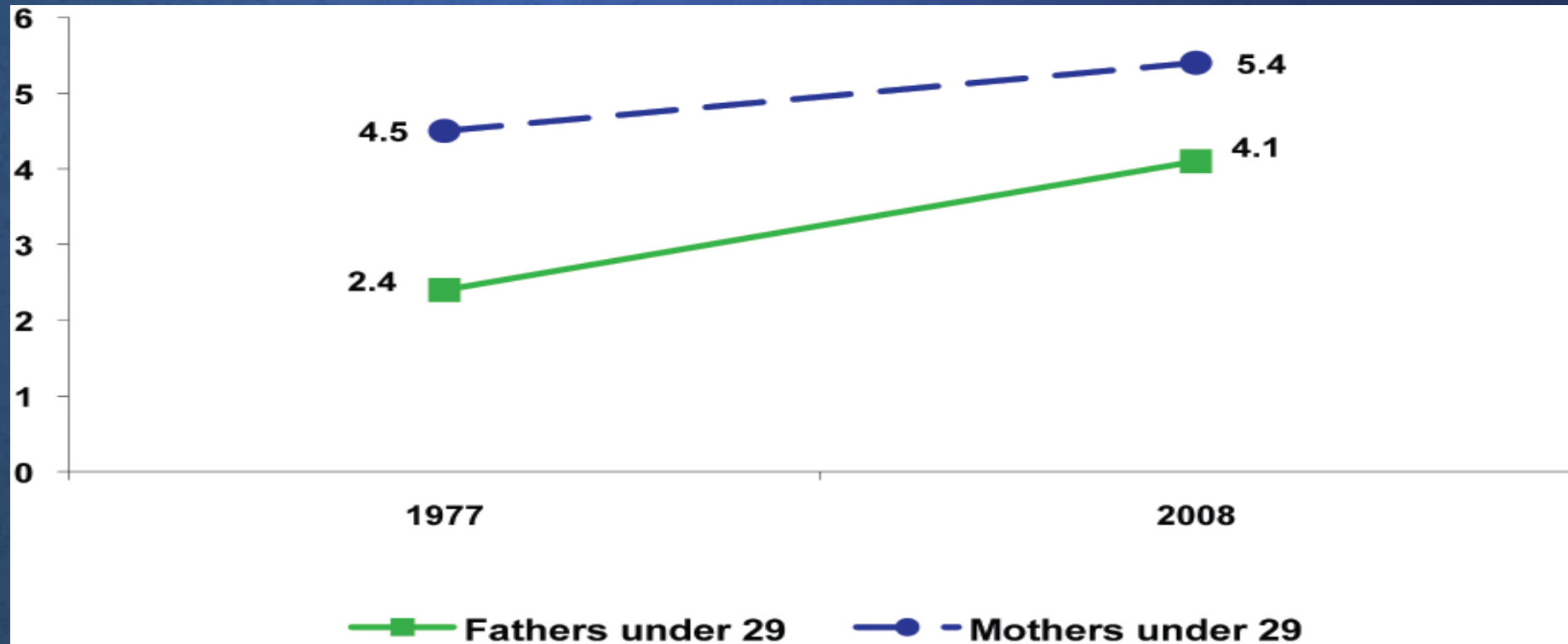
U.S. Department of Labor, Quality of Employment Survey, 1977

Families and Work Institute, National Study of the Changing Workforce, 2008

Real generational differences...

Family roles

Average time
parents
under 29
time spend
with their
children on
workdays



Statistically significant differences between young fathers and mothers: 1977 ***; 2008 ns (1977 n=124; 2008 n=95)

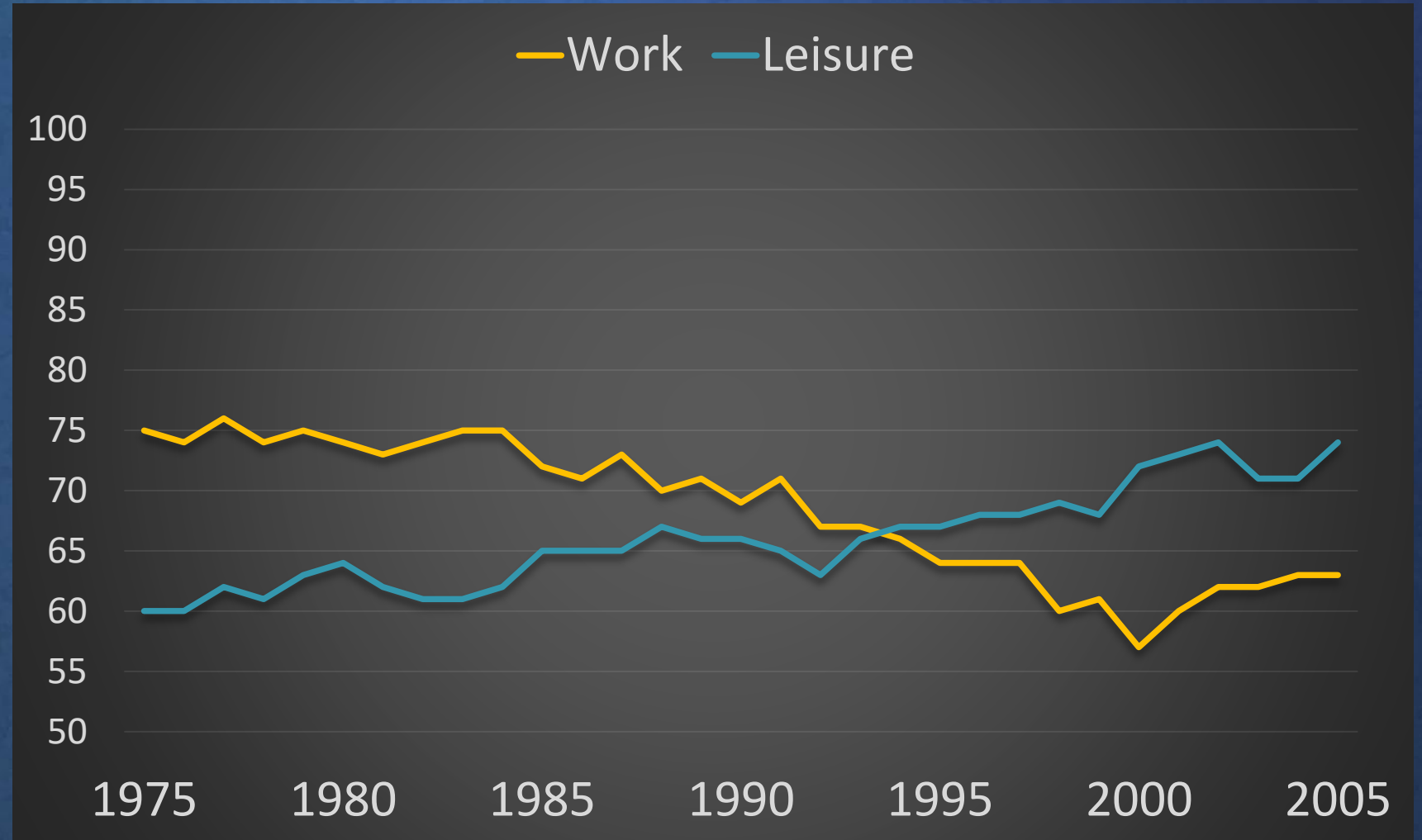
U.S. Department of Labor, Quality of Employment Survey, 1977

Families and Work Institute, National Study of the Changing Workforce, 2008

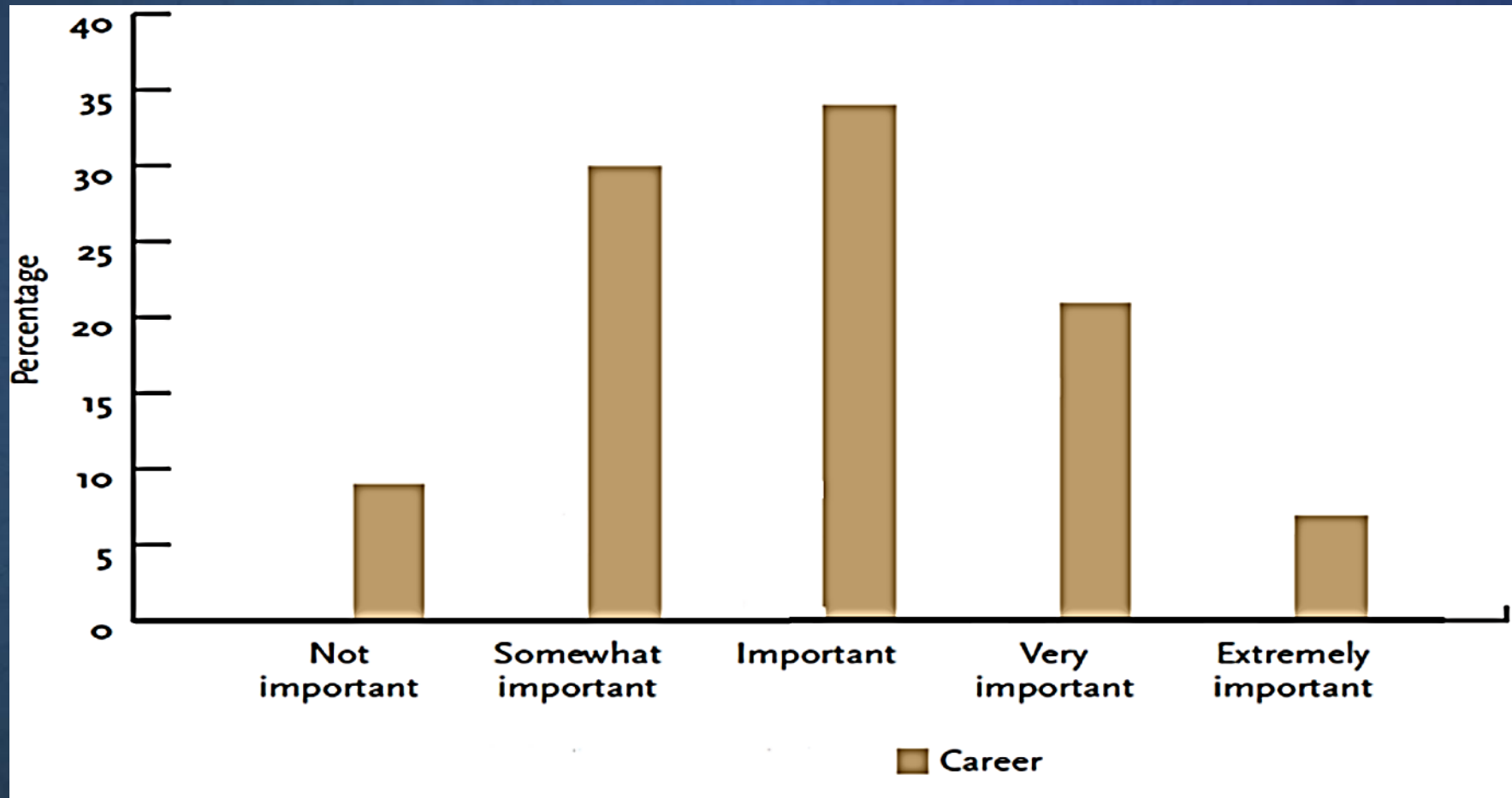
Real generational differences...

Role of work

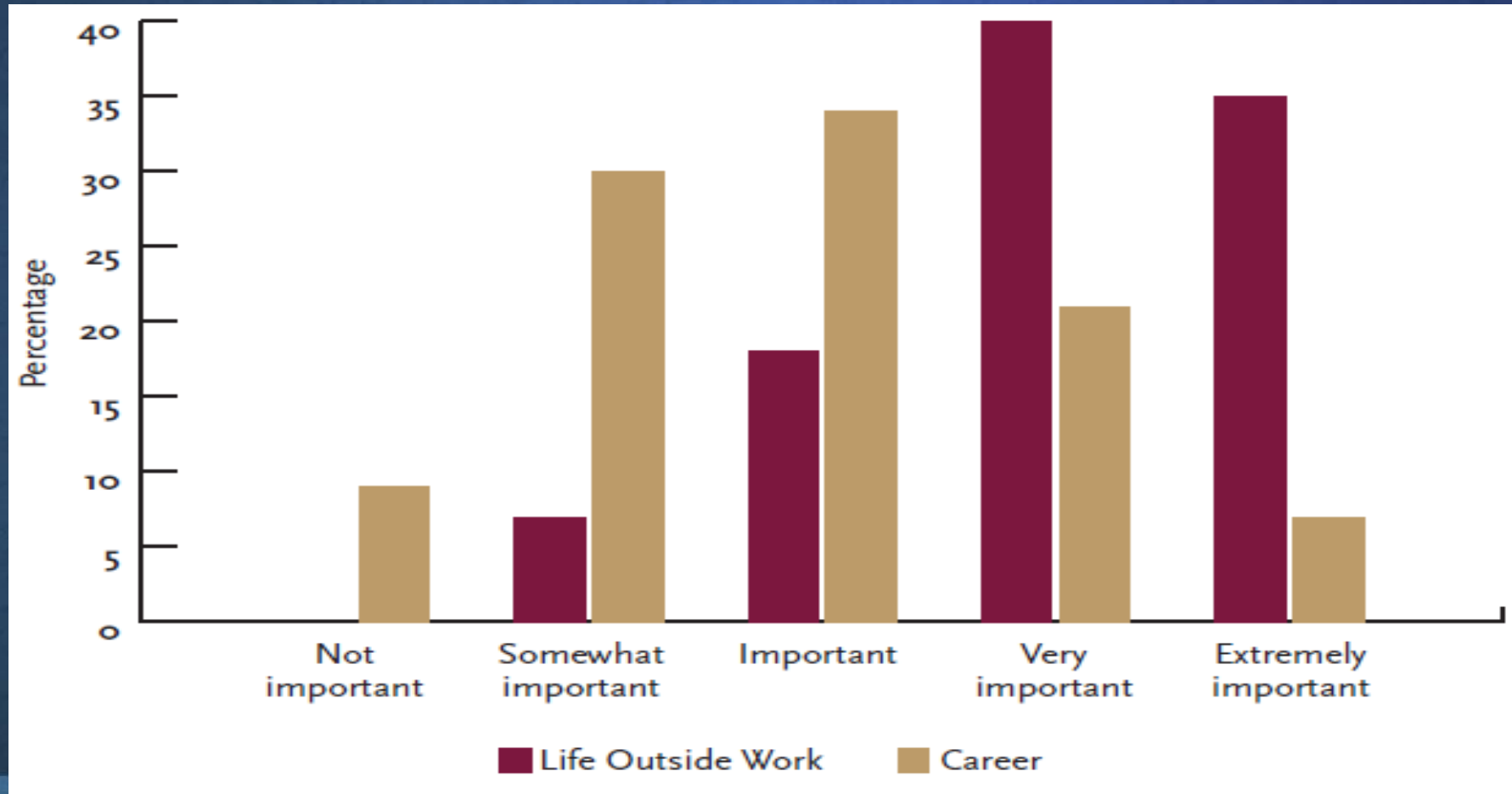
Percent of high school seniors who consider work or leisure “important” or “pretty important”



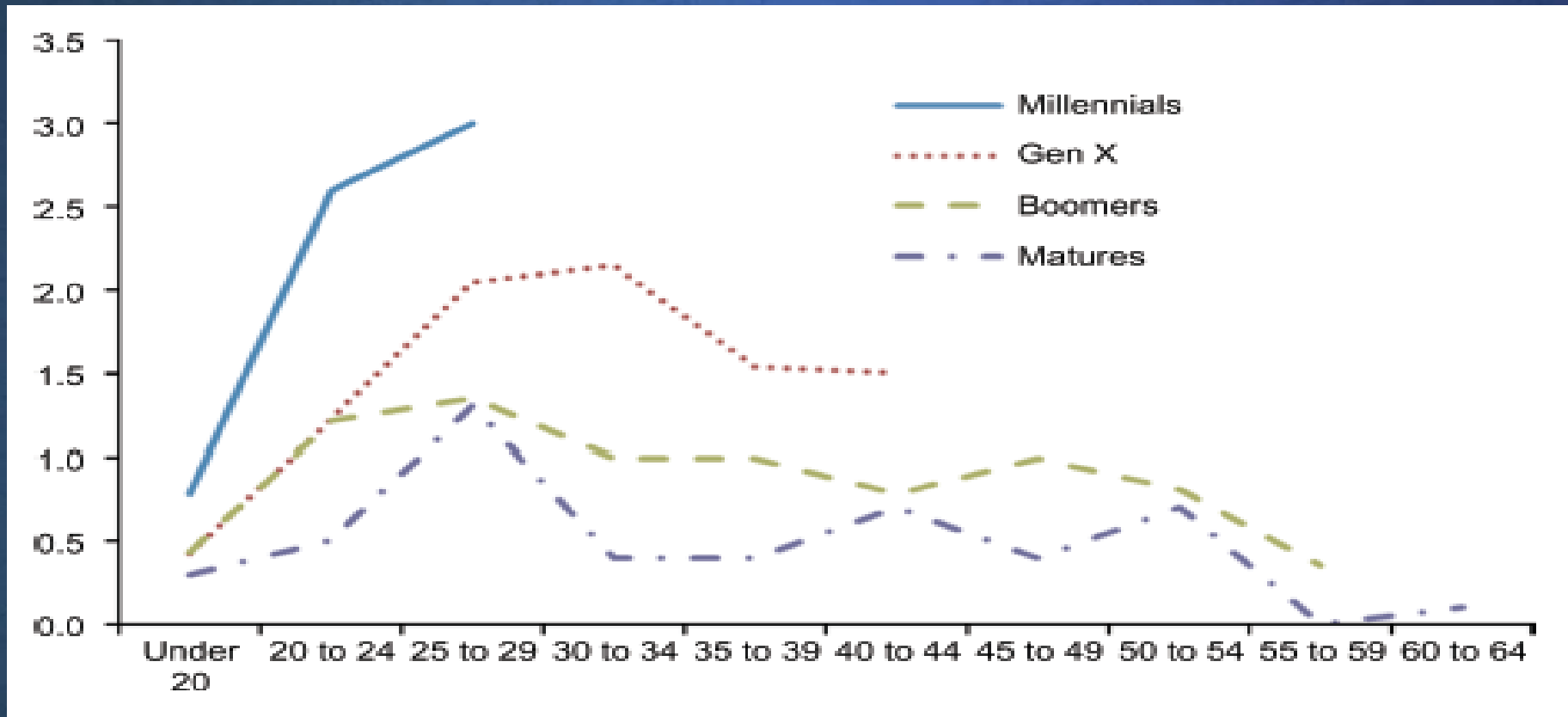
How important is your career to your sense of identity?



How important is your life outside of work to your identity?



Inter-generational comparison of average number of job changes across career stages



Lyons, Sean T., et al. "Comparing apples to apples: A qualitative investigation of career mobility patterns across four generations." *Career Development International* 17.4 (2012): 333-357.

Implications and Recommendations

- Workforce is more educated and diverse
 - Be cognizant of student debt
 - Look to non-traditional demographics
- Workforce is delaying family formation
 - Capitalize on flexibility
- Family roles are more egalitarian
 - Creatively accommodate family needs
- Importance of leisure relative to work is increasing
 - Emphasize time off in airline career

Recommendations for future research

● Accession:

- Why are young people not choosing pilot careers?
- What are obstacles to pursuing pilot careers?
- How can we capitalize on demographic trends?

● Retention:

- Is it a problem?
- What incentives would make pilots want to stay?